

DEFENSE LOGISTICS AGENCY

MAY – JUNE 2015

# LOGLINES



**DLA EUROPE & AFRICA:  
TWO CONTINENTS,  
ONE MISSION**



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# from the **DIRECTOR**

**Lt. Gen. Andy Busch, USAF  
Director, Defense Logistics Agency**

In the short time I've been here, I've noticed a consistent theme from our service and combatant command customers. Everywhere I go, they are extremely complimentary about the work DLA provides. They like us, and they want more of us.

When I first arrived at DLA in the mid-1990s, we had little of the support we have now with the COCOMs. From liaison officers to expeditionary contracting officers, DLA is ready to go at a moment's notice anywhere in the world. That "let's get it done" attitude is what drives so much business our way. It's an amazing capability, and customers are very pleased with the excellent support we're providing.

Recently our work in Europe and Africa has been highlighted with headlining missions. From the Ebola outbreak in Liberia to operations in Ukraine, DLA members have been on the ground making sure a wide range of folks have what they need to be successful.

In this edition of Loglines, you'll find a discussion of the operational contract support in Africa, including local procurement and support to United States Agency for International Development and Operation United Assistance. As we are now reducing our footprint for OUA, we'll also look back at how each field activity provided tailored support to our service customers to combat Ebola.

Additionally, DLA is keeping watch as NATO expands in Europe. In this

issue, we've provided an overview of how this changes DLA's mission in the region. The expansion puts emphasis on the European Infrastructure Consolidation, which in turn increases DLA Distribution's mission. It also pumps up DLA Energy support as NATO extends its training base throughout Europe and the U.S. military is involved in many training exercises.

With all this support to the operational efforts going on, DLA Installation Support Europe & Africa is expanding its mission throughout the entire area of operations. Finally, this copy of Loglines provides an insider look at DLA Disposition Services. Their ongoing demilitarization efforts in Europe are enhanced by a new effort, a property transfer to Heidelberg for Syrian refugees who've taken asylum

there. These efforts are critical during a critical time.

This is just one example of the great team and great relationship DLA is building with the services and the COCOMs. We will continue to align our operations to the warfighters' needs, and sharpen our focus on continuing to build that relationship. They are interested in things we can do together, and as DLA Europe & Africa will show you, not much is out of reach. ★



## **LOGLINES**

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# CONTENTS



## DEFENSE LOGISTICS AGENCY

### DLA EUROPE & AFRICA: TWO CONTINENTS, ONE MISSION

**Old World, New Mission** 2

As the U.S. works with NATO allies to support security and stability in Eastern Europe, the Defense Logistics Agency has expanded its logistical support in the region like never before.

**Energy Expansion** 5

DLA Energy Europe & Africa is beefing up its support of U.S. forces in Eastern Europe as the U.S. aims to reassure allies of its commitment to the region through training and exercises.

**Update, Upgrade** 8

DLA Installation Support Europe & Africa personnel are working with the military services, U.S. Africa Command and U.S. European Command to upgrade, implement, modernize or secure facilities throughout the region.

**Bridging the Gap** 12

DLA is working with U.S. Africa Command and other combatant commands to consolidate multiple items into fewer contracts and avoid duplication using a tool called operational contract support.

**Refugee Assistance** 15

To help improve the living conditions of Syrian refugees fleeing civil war in their home country, DLA Disposition Services Europe & Africa is donating excess military furniture to temporary shelters.

**Fighting Ebola** 17

DLA was among the first U.S. agencies on the ground to combat the Ebola virus in West Africa, providing building materials, personal protective equipment, maps, tents, cots, water, food and fuel.

**Readiness Response** 22

DLA had its own version of March Madness, with four simultaneous exercises held in mid-March that evaluated the agency's capabilities to provide timely support to various combatant commands.

## DEPARTMENTS

**A Conversation with ...** 20

Air Force Lt. Gen. Andy Busch

**History Highlights** 24

Supporting the Bosnia Peace Mission

**I am DLA** Back Cover

**DLA ON  
THE WEB**



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# OLD WORLD, NEW MISSION

Story by Navy Petty Officer 1st Class Daniel Garas

**A**s actions in and around Ukraine challenge the stability in Eastern Europe, NATO has been undertaking a renewed effort to maximize its military capabilities and help strengthen European partnerships, and the Defense Logistics Agency is seeing its mission expand in support of U.S. and NATO efforts.

Large-scale operations like Operation Atlantic Resolve, an ongoing effort to bolster the security and capacity of NATO members that border Russia through training and military support, are creating new demands for logistics in an area of responsibility once thought to be quiet.

"It sounds like a cliché, but it's not our mom and dad's [area of responsibility] anymore," said Air Force Lt. Col. Paul Smith, the DLA liaison officer to U.S. European Command.

Part of the new European security environment is reassuring NATO that USEUCOM still honors its military commitments. Helping USEUCOM meet those commitments is DLA.

Whether it's creating dedicated truck routes to support NATO in the Baltics or improving the distribution and warehousing of supplies through creation of a central distribution center at the Army's Germersheim Depot in Germany, DLA has been expanding its logistical support in Europe like never before.

Smith, who was present during the collapse of the Soviet Union, said at the

time, USEUCOM was a force-on-force combatant command. Since then, he said, it has shifted its focus toward theater security cooperation engagements, and exercises like OAR have created new logistical challenges and opportunities for logistics providers.

"DLA provides support, supplies and services to American forces operating in the European Command area of responsibility," said Army Lt. Col. Krista Hoffman, commander of DLA Distribution Europe. "We have seen increased support to USEUCOM because of Operation Atlantic Resolve."

Addressing these demands requires a smarter approach that is creating a leaner, more efficient USEUCOM under what is called the European Infrastructure Consolidation process.

Under the EIC, a two-year study was used to determine what infrastructure within the theater was essential.

"DLA was asked to look at logistics infrastructure within the European theater," said George Kingsley, a program support supervisor for DLA Logistics Operations. "The focus of the effort was to reduce the footprint while providing the same level of mission support."

The results of the review included the return of 15 military sites to their host nations, saving the U.S. government about \$500 million annually.

"Bottom line, it's not advertised to be a reduction of capabilities," Smith



said. "It's advertised to be a reshuffling of where capabilities are based in Europe and yield savings and efficiencies without a reduction of capabilities on behalf of the USEUCOM commander."

The task of rearranging storage and distribution capabilities while still meeting USEUCOM's logistical needs is the work of DLA Distribution Europe.

"DLA is the lead DoD agency for that specific task in the European Infrastructure Consolidation," said Hoffman. "DLA Distribution is responsible for the receipt, storage, issue, packing, preservation and



transportation of items."

Hoffman said this is accomplished through the two distribution depots in the USEUCOM area of operations, in Germersheim, Germany, and Sigonella, Italy.

While the depot in Sigonella supports mainly Navy activities, the highlights of the EIC are the existing logistics facilities in Germersheim, which have been rebranded as a "distribution center of excellence."

Although the title is new, Germersheim has been a major logistics base for years, said David Harris, DLA

Distribution's contingency plans chief.

The facility, home to DLA Distribution Europe, is responsible for the storage and distribution of 40,000 DLA, service-specific and mapping items. Additionally, it's responsible for regular mail delivery to contingency locations in Kosovo and Romania, and may pick up responsibilities for the Baltic states in the near future.

The installation, which already supports USEUCOM logistical operations, is set to embody the concept behind the EIC when it consolidates several entities.

U.S. and Lithuanian troops engage a simulated enemy during Operation Atlantic Resolve, in Pabrade training area, Lithuania. Truck routes to the Baltic States allow USEUCOM to continue active participation and support to exercises like these.

— Photo by Army Staff Sgt. Pablo N. Piedra

The Army and Air Force Exchange Service is scheduled to close its facilities in Giessen by 2016 and move to Germersheim to be co-located with DLA Distribution and the dry storage location for the Defense Commissary Agency.

"The DCE concept is for these three organizations to partner with each other to



**DLA Distribution** is responsible for the receipt, storage, issue, packing, preservation and transportation of items across Europe. This is accomplished through distribution depots, the two largest being in Germersheim, Germany (displayed), and Sigonella, Italy.

streamline operations, consolidate support where possible, and save U.S. taxpayer dollars while sustaining or improving current customer support,” Harris said.

DLA is also expanding its footprint in Europe by providing weekly truck routes out of Germersheim to support U.S. troops participating in OAR.

“DLA Distribution expanded its truck routes to the Baltic states to support U.S. rotational forces that began operations in those areas last year,” Harris said. “As long as U.S. forces operate in the Baltic states, DLA Distribution Europe will support them.”

John Gallagher, transportation chief for DLA Distribution Europe, said that Eastern Europe, particularly Poland, the Baltic states, Romania and Bulgaria, has seen an increase of U.S. troops training in the area, including a mix of light, heavy and Stryker units.

“U.S. Army Europe is leading OAR to ensure multinational interoperability, strengthen relationships among allied militaries, contribute to regional stability and demonstrate U.S. commitment to NATO,” he said.

Supplying troops and DLA customers participating in OAR North is dependent on the weekly truck routes that ship to four receiving centers in Poland, Latvia, Estonia and Lithuania. Units ordering materials can have supplies shipped to the DoD activity address code assigned to each central receiving point.

“To date, we’ve delivered in excess of 800 pallets on 45 truck missions to OAR North,” Gallagher said. “As a key strategic logistics enabler, we’re proactive in the

route planning, and we stay closely tied in with the planners at USEUCOM, U.S. Army Europe, and the distribution management center within the 21st Theater Sustainment Command.”

Deliveries to more than 41 locations throughout Europe take place weekly, carrying anything from medical supplies to repair parts, but DLA has the ability to deliver rapid logistics when necessary.

In addition to supporting OAR North in the Baltic states, DLA also supports OAR South, with truck routes once a week to Bulgaria and twice a week to Romania.

“We have the flexibility to call for trucks to be brought forward and delivered the same day to support any location we deliver to in Europe,” Gallagher said. “If parts are needed on an emergency basis, it may be airlifted into theater and from there, DLA Distribution Europe can truck it out to where it’s needed.”

USEUCOM provides management oversight for commercial trucks that are used for deliveries to the 41 locations that DLA Distribution Europe supports throughout the European continent.

Gallagher credits these successes to close teamwork between U.S. Army Europe, USEUCOM and the 21st TSC, noting that working together as partners makes them stronger.

Hoffman said that since these OAR routes have been operating successfully, DLA Distribution is only getting busier.

“We’re increasing our truck routes and distribution networks throughout Europe,” she said. “And we’re getting more customers and requests to ship along more routes.”

In addition to shipping from the distribution center of excellence in Germersheim, Hoffman said that DLA is using USEUCOM as a test bed for its deployable depots, which will enable it even more flexibility.

Teams from DLA Distribution are being tasked to participate in exercises to test the viability of employing small, mobile, rapidly deployable logistics depots, she said.

“It’s basically an expeditionary package that comes with a certain package of personnel and equipment,” Hoffman said. “It would go to a specific location to temporarily set up warehousing operations for a specific exercise or operation.”

Hoffman proudly boasts that other logistical agencies have tried to meet the standards provided by DLA, but fall short. U.S. Army Europe leaders have said that DLA meets their needs and they currently have no intention to change providers, she said.

“We are the sole distribution solution for OAR and all those troops in the Baltic,” she said. “There’s no other logistics entity that’s running distribution networks up there the way we are.”

Hoffman admitted that logistical support of this size is challenging, but also tremendously rewarding for her employees to support this mission, where they support not just the U.S., but also NATO allies.

“These are the same troops that fought with us in our own engagements in Iraq and Afghanistan,” she said. “To be able to give back to them is rewarding.” ★

**Editor’s Note:** DLA Distribution Public Affairs contributed to this article.



# ENERGY EXPANSION

Story by Sara Moore

**E**ven as Defense Logistics Agency Energy participated in the headline-grabbing fight against Ebola in Africa, it supported a vital training and exercise expansion in Europe aimed at increasing regional stability.

DLA Energy has been using its years of experience supporting U.S. forces in Europe to participate in Operation Atlantic Resolve, a series of exercises that began in April 2014 and is expanding to various sites in Eastern Europe and the Baltic States. The exercise is part of the European Reassurance Initiative, which started in March 2014 and is aimed at reassuring allies of the U.S. commitment to security and stability in the region.

"This shift to Eastern Europe is essentially the cutting edge focus of what we're doing right now," said Daniel Schmidt, director of operations for DLA Energy Europe & Africa. "This is definitely the combatant command's priority."

DLA Energy has supported Operation Atlantic Resolve since the beginning, but the activity began expanding its support in September 2014 as the exercise moved

An Air Force Thunderbolt II aircraft participates in a theater security package at RAF Lakenheath, England. Theater security packages are Air Force deployments of aircraft and personnel in support of Operation Atlantic Resolve. A challenge DLA Energy faces in Eastern Europe is finding sources of military-specification jet fuel.

— Photo by Air Force Airman 1st Class Trevor T. McBride



An Army Stryker armored vehicle moves to an objective during a combined live-fire exercise with members of the Latvian Land Forces at the Ādaži Training Area in Latvia as part of Operation Atlantic Resolve. DLA Energy Europe & Africa is supporting Europe-based U.S. Army units that were deployed to Poland, Lithuania, Estonia and Latvia to conduct bilateral military exercises and reinforce NATO security commitments to the host nations.

north into Poland and the Baltic States of Lithuania, Estonia and Latvia, said Army Maj. Stefan Bandas, director of the customer operations center for DLA Energy Europe & Africa. DLA Energy supported four fuel sites until March, when it added another site in Latvia. Later that month, additional sites were stood up in Romania and Bulgaria to provide fuel support to forces there, he added.

At all these sites, DLA Energy provides fuel through a variety of mechanisms, Bandas said. In some locations, DLA Energy uses host-nation support, in which DLA identifies and forecasts product volumes and the host nation provides the product, helping to build partnerships, he said. Other options are direct-delivery contracts or simply transporting DLA-owned fuel from one

location to another location where a training event is occurring.

"Our mission is to fulfill the warfighter's requirements, regardless of where it is," Bandas said. "We find a way to bridge the gap based on their requirements and capabilities so that they can accomplish their mission."

Although they represent only a fraction of the \$1.75 billion of fuel contracts DLA Energy Europe & Africa issues each year, the direct-delivery contracts that support these exercises represent some of DLA Energy's most vital and challenging work, Schmidt said. The exercises usually require much smaller amounts of fuel than Energy routinely provides to the major operating bases in the region, he noted, but it must be delivered to countries that often don't

have the infrastructure or resources to support delivery and storage. In Eastern Europe in particular, DLA does not have an established defense fuel supply point to draw from, and the sources for military-specification fuel, or JP-8, are limited.

To overcome these challenges, DLA Energy often works with the host nations to keep U.S. and host forces supplied, Schmidt said. In some countries, like Poland and Lithuania, the host nations are able to help support U.S. forces in addition to their own, he said. In other cases, international fuel-exchange agreements allow the U.S. and host nations to trade fuel back and forth as the need arises. The exchanges under these agreements usually balance out by the end of the year, he said, and they allow for a quick way to keep forces supplied during an exercise.

"It's just a method that we don't have to go out and procure or acquire a fuel source within a country when there's already a host-nation support structure there for us," he said.

A recent development in contractor availability could soon help DLA Energy overcome the challenge of providing military-specification fuel to forces in Eastern Europe, Schmidt said. The agency is working with a new contractor who is able to take commercial jet fuel, which is readily available in the region, and inject the necessary additives to bring it up to military specifications, and deliver it on a destination basis throughout Eastern Europe.

"We're getting that contractor stood up right now, and we're extremely hopeful that this will be a major turning point in supporting Eastern Europe, with JP-8 virtually on demand," Schmidt said.

In addition to supporting the exercises under Operation Atlantic Resolve, which are part of the 50-70 exercises DLA Energy supports in the region each year, Energy Europe & Africa supports four major combatant commands, manages 59 defense fuel supply points, is embedded with 28 NATO nations and participates in five major pipeline systems to move fuel. The partnership with NATO is a long-established one and includes not only cooperation on the ground during exercises, but also policy and administration support at NATO headquarters.

Hank Tomlin, the DLA Energy liaison officer embedded at NATO headquarters, works closely with the organization's petroleum committee on petroleum-product policies. He is also part of the contingent that represents the U.S. to the Central European Pipeline System, the largest of 10 NATO pipeline systems, which serves five nations and U.S. facilities in Germany. The U.S. is the largest military customer of CEPS, using it to move fuel to its major installations in Germany, and also contributes financially to keep the system running, Tomlin said. Using the CEPS is vital to keeping fuel running quickly through Europe without major disruption

to transportation infrastructure, so it's important for the U.S. and DLA Energy to have representation on the various committees that manage its maintenance, infrastructure, engineering and business, he said.

"Without the CEPS, DLA Energy would have to contract for tanker trucks, and it would probably be impossible to move these volumes of fuel via trucks or barges without causing massive traffic jams," Tomlin said. "The impact on the local communities, the environmental issues with moving fuel in trucks like that would make it very unpopular in Europe. The viability of DLA Energy supporting the U.S. military mission in Europe relies on using the CEPS."

DLA Energy partners with NATO in many other ways, including through the NATO Support Agency and at the headquarters level for maintaining standards for fuel and lubricant quality and equipment handling and installation, Tomlin said. In all these interactions, he said, collaboration and understanding different processes and needs is important.

Schmidt echoed Tomlin's sentiment, noting that working with each nation can bring different challenges, but the U.S.

forces benefit greatly from operating with the foreign services, so DLA is committed to keeping those partnerships strong.

"They learn to operate together and when they exercise together, they learn each others' ways, and the U.S. forces learn how to function with their respective army, air force and navy," Schmidt said.

As the European Reassurance Initiative and Operation Atlantic Resolve continue, Schmidt said he anticipates maintaining and even expanding DLA Energy's support in the region. And with international partnerships that grow stronger with each exercise and a potential new contractor for military-specification fuel, the future looks bright for DLA Energy in Europe, he said.

"I've dealt with exercises in Eastern Europe for well over 10 years now, and they've always been challenging, but we're very hopeful with this new contract that we have ... it's going to be a huge step forward for us," he said. ★

**A Soldier checks the engine of a Stryker armored vehicle while conducting preventive maintenance checks and services during Operation Atlantic Resolve in Mihail Kogalniceanu, Romania. DLA Energy Europe & Africa is supporting U.S. forces participating in OAR.**



Army Sgt. William A. Tanner

# UPDATE, UPGRADE

Story by Amanda Neumann

With the Defense Department's biggest rooftop solar farm in Germany scheduled to be up and running in a year, Ryan Taylor will soon have bragging rights. Taylor, an energy resource manager for Defense Logistics Agency Installation Support Europe & Africa in Kaiserslautern, Germany, is in the midst of identifying several energy-related projects that will help reduce the agency's energy footprint in Europe.

From multimillion dollar energy conservation projects to new hazardous materials legislation, DLA Installation Support Europe & Africa personnel are working with the military services, U.S. Africa Command and U.S. European Command to upgrade, update, implement, modernize or secure facilities throughout the region that DLA personnel occupy.

In addition to the 620-kilowatt project



at the Germersheim Army Depot, Taylor is working on a venture with the Navy for a 1-megawatt, \$3.7 million solar farm in Rota, Spain, and a 345-kilowatt, \$1.2 million solar farm in Sigonella, Italy.

"When you heat a warehouse up to 80 degrees and then you open up the bay doors, we're really spending a lot of money just reheating it over and over again, so I'm trying to come up with smarter projects that can keep the mission status quo and save energy at the same time," he said. "With the solar projects, since we're metered, we would realize the savings as our utility meter spins slower or even backward."

The Sigonella solar panels, placed on the roofs of several DLA Distribution warehouses, are expected to yield more than \$2.3 million in savings over their 25-year lifecycle, Taylor said.

Besides conserving energy,

maintaining DLA Energy's large capitalized fuel infrastructure is DLA Installation Support Europe & Africa's biggest role, said Gerald Rivas, director of DLA Installation Support Europe & Africa.

"When customers go to a government gas station, and they can get fuel out of that pump, it's because of the work that DLA Installation Support does behind the scenes," he said. "Although we don't have a big interaction with the customer, we make sure that the facility is operational by working with the military services to ensure their requirements are met, not only at government gas stations, but at all capitalized fuel infrastructure sites."

With a fuel infrastructure that is spread out over 54 facilities in Europe and Africa, there are usually half a dozen construction projects in various phases in the region at any time, said August Carrillo, head of a multidisciplinary

engineering team in DLA Installation Support Europe & Africa.

MILCONs, the largest of these military construction projects, require congressional approval and are usually planned out three to five years ahead of time, Carrillo said. Because DLA doesn't have the authority to do construction, Carrillo and his team often provide input to the military services' engineering teams during the construction process.

"Since my employees have had eyes on all of these places, we know what they need to operate properly," he said.

A \$40 million bulk storage tank system in Djibouti, Africa, a \$17 million aircraft refueling hydrant system in Incirlik, Turkey, and a \$5 million piping connection project in Spangdahlem, Germany, are among the MILCON fuel-



A 620-kilowatt solar project, scheduled to be up and running in a year at the Germersheim Army Depot in Germany, is one of three major projects aimed at helping the DLA reduce its energy footprint in Europe. When completed, the rooftop solar farm will be the Defense Department's biggest in Germany.

— Photo by Ryan Taylor



Nader Wehbe

Paid from the Defense Logistics Agency's defense working capital funds, sustainment, restoration and modernization projects are used for upkeep on the military services' existing infrastructures. A recent project at a DLA Disposition Services facility in Incirlik, Turkey, included a floor renovation and the installation of new racking and energy-efficient lighting.

related projects scheduled for the next few fiscal years.

MILCON projects in Europe can be related to the movement of military personnel due to the European Infrastructure Consolidation process, but sustainment, restoration and modernization projects are used for upkeep on the military services' existing fuel infrastructure, Carrillo said. There are about 350 SRM projects either in planning, design or construction in the region. With much of the infrastructure more than 30 years old, and some even more than 50 years old, keeping it all in good working condition can be quite challenging, he said.

"The bulk of our work is of the SRM variety, because it's very costly to keep up with this infrastructure," he said. "We add a surcharge to the fuel that the services use, somewhere between 5 or 10 cents a gallon, and that money gets stored up in the SRM program, which accounts for several hundred million dollars worldwide per year. The repair work of a fuel tank, which is over 2 million gallons, can easily go over a million dollars. In fact, they generally run between \$1-3 million, and that's why the budget for the SRM program is as big as it is."

Unlike MILCON projects, SRM projects are approved internally through DLA, because the projects are paid from DLA's defense working capital fund, Carrillo said. Potential projects are identified in two ways: by site visits or by yearly studies that the military services conduct. Once identified as a deficiency, the project is tracked through DLA's Enterprise Business System.

"Once we find something that is in need of repair, then a scope of work is developed to address the problem," Carrillo said. "Once a solution is approved and agreed to by the stakeholders, it becomes a project. Since DLA is not an executing agent, we send

the money to the services, who will solicit for a construction contractor to come out and do whatever work needs to get done to rectify this deficiency."

The European Infrastructure Consolidation process can also blur the lines where SRM projects get their funding, said Nader Wehbe, a general engineer who serves as the program manager for DLA Installation Support Vertical, which manages SRM projects for buildings and site infrastructure. Wehbe works predominantly on DLA Disposition Services sites in Europe, such as the recently funded \$1.4 million paving project at Germersheim, but also supports DLA Distribution and other DLA activities as needed.

"Annual maintenance agreements spell out what the base will do for tenants, like fix your air conditioning, but when things need to be fixed beyond the maintenance agreement, like replacing a roof, pavement repair, safety, security, health, life, operations upgrades, etc., this is when SRM comes into play," he said. "It's hard enough to sustain or maintain a facility when everything is fixed, but things in Europe are not static. Now that there is a lot of movement, we have to get into the master planning, the logistics and coordination, with the bases to find out who pays for it depending on the type of work."

"Regardless of how

## NATO SECURITY TRAINING

**A**s chief of security operations for DLA Installation Support Europe & Africa, Richard Ellis's job is to ensure DLA employees and family members abroad are kept informed on security threats. But the former military intelligence officer often asks himself, "Would DLA know what to do if Europe was threatened with a crisis? And how would the agency protect its workforce?"

"I know how [the U.S. and the U.S. military] manages crisis management, but what if something happened here and NATO got involved?" he said. "We'd have to be part of the reporting structure and know what to do and how to do it, when to do it, and how we can synchronize our operations with theirs. It's better to be informed and trained than to learn during a crisis."

Since all of the European countries that DLA Europe & Africa operates in are NATO members, Ellis also sends his employees to NATO training to not only train, but also to network with the allied forces. The courses, which run between one and two weeks, are taught by an international body, he said.

"In the NATO courses, we're learning what their regulations are, how do they look at security, what is their view of force protection and so forth," he said. "I just came back from a NATO crisis management course, and they have their own ways of doing things. We need to know how the Germans, the French, etc., operate. We have to share information on certain things for cultural awareness and to expand our horizons, because it's easy to get caught up in your everyday little area and not see the bigger picture."

— Amanda Neumann

we get there, our primary mission is to assure the facilities receive the attention and upgrades as needed to maintain efficient operations and provide a safe and healthy work environment," he added.

But to make a change to any facility, DLA has to first ensure the asset is correctly identified in EBS, otherwise funds can't be applied, said Michael Merkel, a real property specialist.

"The primary focus right now in the realty realm deals with audit readiness, making sure that all of the facilities that DLA is responsible for are properly identified and that all the financials that are tied to those facilities are captured," he said. "From the real property standpoint, facility validation is an integral focus. Making sure that what we have represented within our system is actually in place or no longer in place is vitally important to ensuring DLA records are accurate and auditable."

Making sure that the information in EBS matches what the services have, in addition to identifying who is accountable for each facility and structure, can be a huge challenge, Merkel said.

"Often we find when the service no longer needs a facility, they'll put in a request to have it demolished and may not notify DLA when disposal actions are complete," he said. "We need to be sure once demolition has occurred that we purge those records from our system. Also, we must build records for new construction so that we can track any additional work in the future that will be put toward those particular facilities. We've found site visits and joint inventories alongside the services to be the most accurate way to ensure that the information in our system and the information in their system is correct."

Even before the first shovel is placed in the ground for any of these projects, Anne Delp's job is to help ensure DLA is in compliance with the various environmental management regulations throughout Europe and Africa. As a regional environ-

mental engineer, Delp helps write DoD's environmental final governing standards, a hybrid of U.S. and host nation regulations that are unique to each country.

**"Making sure that what we have represented within our system is actually in place or no longer in place is vitally important to ensuring DLA records are accurate and auditable."**

— Michael Merkel

I work with all of the [DLA field activities], especially DLA Energy, and with DLA Headquarters to ensure compliance with applicable international, host and U.S. regulations," she said. "This involves all media areas including fuel, hazardous materials and hazardous waste regulatory issues. The regulatory landscape here can be super complicated. In addition, DLA is always a tenant in this region, and the services, even within the same country, may have different instructions and guidance documents. So I have to work closely with the services at the regional and base levels, because no two bases have the same set of requirements."

For Delp, a critical issue for DLA at the moment involves REACH, the Registration, Evaluation, Authorization and Restriction of Chemicals. The complicated European Union legislation is being implemented in phases and could significantly impact DoD's movement and use of hazardous materials in Europe.

"It's a significant issue for the DoD right now, as we assess how to comply

with the regulation, what portion applies and how we can meet compliance without adversely effecting missions," Delp said. "[The Deputy Undersecretary of Defense for Installations & Environment] has overall responsibility for developing a REACH compliance strategy and has formed a DoD-wide working group, in which I actively participate and chair a committee. Because of our international agreements, REACH may not apply to DoD, or only in certain circumstances, but we do not fully know yet."

Despite the uncertainties of the AOR's changing landscape, Rivas' number one priority will always be to ensure that DLA employees are taken care of.

"Overall, the quality of the facilities that we have in Europe where DLA employees work are outstanding," Rivas said. "That's one of the things that DLA does is it takes good care of its workforce. And we're working on getting the rest of the DLA infrastructure here, the fuel infrastructure, up to standards to make sure that that meets mission requirements as well. So as the AOR continues to transform, as bases close, for me ensuring that DLA personnel have a safe and secure working environment is important, no matter where they go." \*

**Defense Logistics Agency Installation Support Europe & Africa employee August Carrillo inspects a fuel pier in Lajes, Portugal, in August 2014. Carrillo oversees a disciplinary engineering team that tracks military construction projects for DLA Energy's fuel infrastructure in Europe and Africa.**



# BRIDGING THE GAP

Story by Beth Reece

Military services operating in the same area share many of the same needs. Those in Africa all need bottled water, for example. And during Operation United Assistance, engineers spread throughout Liberia needed construction items to build not just one Ebola treatment unit, but 10.

The Defense Logistics Agency is working with U.S. Africa Command and other combatant commands to consolidate multiple items into fewer contracts and avoid duplication by using a tool called operational contract support.

"OCS gives us a better overview of requirements, so if the Army and Air Force are looking to buy the same things, they aren't competing against each other to do it. It's important because the amount of money we have to spend is shrinking," said Air Force Col. Chris Barker, director of plans and policy for DLA's Joint Contingency Acquisition Support Office.

OCS has three parts: contract support integration, contractor management and contracting support. Contract support integration includes validating and prioritizing troop requirements to eliminate multiple requisitions of the same material through a Joint Requirements Review Board. Contractor management involves overseeing contractors' performance as well as contracting rules and regulations. And under contracting support, officials look at the various ways to acquire supplies and decide which is best time- and money-wise.

"It's not actually about writing contracts, although we can do that, but looking at the requirements and

Service members supporting Operation United Assistance board a plane at Roberts International Airport, outside of Monrovia, Liberia. Supplies such as water and construction material were provided with the help of DLA contingency contracting officers on the ground.

— Photo by Army Spc. Caitlyn Byrne





# DLA's "Buy Local" Goals

The same "buy local" goal that generated better prices and faster delivery of goods and services to troops in Afghanistan will soon benefit those serving across the continent of Africa.

Defense Logistics Agency Europe & Africa officials and members of DLA's Joint Contingency Acquisition Support Office are looking for local business owners in Nigeria and other African countries that can provide commodities ranging from bottled water to construction material.

In June 2014, a local procurement initiative team traveled to Nigeria to meet with local government leaders and potential vendors. Despite widespread poverty and subpar infrastructure, the team found several businesses eager to support U.S. forces. Two months later, they returned to host business-development events designed to prepare local vendors for working with the U.S. government.

DLA's emphasis on local procurement began in south and central Asia with NATO's Afghan First Policy, which was created to support economic development and the Afghan private sector. The agency helped facilitate about \$4.5 billion worth of local procurement in the region, said JCASO Deputy Director David Koch.

"We're not going to get near that in Africa, because we just don't have the troop base to support it. But smaller amounts of money can have a large impact on the local community,

because local vendors want to be involved, and it helps us build partnerships," he said.

In February, lawmakers passed Djibouti First legislation that requires Defense Department contracting officers to either limit competition to Djibouti businesses or provide preference to Djibouti-sourced products and services before considering other sourcing options. DLA Troop Support and JCASO officials are currently reviewing guidance and existing contracts to see what changes can be made to future acquisitions.

Ensuring local businesses are capable of doing work with the U.S. government requires several steps.

"Just because they say they're capable doesn't mean they really are. We visit the vendor to see their facility, see how much capacity they have and look at their manufacturing processes," said Charmaine Camper, JCASO's director of contingency contracting and local procurement. Experts also have to ensure the vendor can produce items according to U.S. standards, she added.

DLA's work toward local procurement in Africa has already made some progress. Material such as gravel was bought from local businesses to support the building of Ebola treatment units during Operation United Assistance. Future deals may include the purchase of locally produced Coca-Cola products.

— Beth Reece

determining the best avenue of contracting," Barker said.

During Operation United Assistance, members of JCASO's mission support team deployed to help DLA planners already embedded with USAFRICOM set up an OCS integration cell at every echelon, from USAFRICOM Headquarters to U.S. Army Africa and the task force on the ground in Liberia.

One of the first plans the group made was to combine acquisitions for material needed to build all Ebola treatment units into a single contract.

"We knew the ETUs would have a cookie-cutter approach using the same material for each one, and that it would be less expensive to order them all together rather than one-by-one as they were built," Barker said.

DLA began building its OCS capability after Hurricane Sandy but hadn't used

it in real-time operations until troops deployed to Liberia to help contain the spread of the Ebola virus, said Charmaine Camper, JCASO's director of contingency contracting and local procurement director.

"We already had a robust contracting capability in DLA, but that's doing mainly garrison and peacetime contracting, which is done through the supply chains. What we didn't have before this was a contingency contracting ability where we could actually deploy, see what's happening on the ground and provide immediate support," she added.

*"It's not actually about writing contracts, although we can do that, but looking at the requirements and determining the best avenue of contracting."*

— Air Force Col. Chris Barker

JCASO's Michaella Olson was the first contingency contracting officer to arrive in Liberia, where she helped integrate contract support among military and federal customers. In addition to helping the Army's 414th Contracting Support Brigade contract for goods and services when it experienced funding delays, she also made sure engineers had the heavy machinery and gravel they needed to prep sites for Ebola treatment units.

DLA's OCS experts have proven they're vital to bridging the gaps between various contracting entities, said JCASO Deputy Director David Koch.

"We have found they are quite the enabler at the onset of an operation," he said.

Camper's team is working to train military customers on the value and steps of operational contracting support. In early March, she instructed Marines at Camp Lejeune, North Carolina, on how to conduct a Joint Requirements Review Board when they deployed for the Judicious Response exercise in Africa.

It's so important that DLA work with combatant commands to ensure they know how to set up an OCS integration cell that JCASO has also developed several mock scenarios to test troops' skills during major training exercises, Barker added.

"The focus on OCS is going to be enhanced from here on out. Anytime there's an operation, it's going to be written into the plan to stand up an OCS integration cell," he said. "Once it's ingrained in everybody's way of doing business, we'll have better accountability of contractors and we'll be able to do a lot more in a joint environment." ★

Story by Jacob Joy,  
DLA Disposition Services Public Affairs

**F**our years of civil war has killed more than 200,000 Syrians, and 9 million citizens have abandoned homes there. The United Nations says a majority of those displaced by the savage conflict remain stuck in Syria or neighboring countries. Many languish in camps while applying for asylum; others attempt dangerous escapes via the Mediterranean Sea. Some of the luckier ones, perhaps as few as 150,000, have successfully resettled in nearby European Union member states.

To help improve the living conditions of these refugees, DLA Disposition Services Europe & Africa personnel applied their expertise and a lot of hard work to use excess furniture to make them more comfortable in their temporary shelters.

DLA Disposition Services Europe & Africa Deputy Director Cliff Serwe heard a December news segment suggesting Germany would house Syrian refugees in an old U.S. military gymnasium in Heidelberg. Germany has provided the most EU asylum opportunities for Syrians, with commitments to accept about 30,000 refugees since 2013. But high refugee influx can pose logistical burdens

# REFUGEE ASSISTANCE

on German villages, which often rely on Fluechtlingsaufnahmestelles – municipal town hall or community center-type buildings – to serve as refugee reception points during resettlement. Refugees can arrive with next to nothing. Language barriers slow the process, as can the search for good employment options and long-term quarters. Supplies, food and furniture are all needed during the transition.

Serwe said he heard the report and envisioned an opportunity for DLA Disposition Services to help meet the basic needs of these Syrian refugees while reducing landfill bulk, shedding disposal costs and “reinforcing the great relationship the German and American governments share.”

With hundreds of military sites shuttered or consolidated since the end of the Cold War, DLA’s disposition personnel in Europe maintain a fairly steady buffet of furniture for those units that remain on the continent, but they also exercise ample latitude to donate unwanted or obsolete items to humanitarian efforts in lieu of paying to shred, burn or bury them.

The region’s disposition team, headquartered in Kaiserslautern, began pursuing refugee donations in December.

**Suitcases belonging to Syrian refugees sit outside the Tal Shehab Reception Center near Ash Shajarah in northern Jordan. DLA Disposition Services Europe & Africa has transferred more than \$400,000 worth of excess furniture to improve the refugees’ quality of life.**



Air Force Master Sgt. Cheresa D. Theiral



Syrian refugees like Ahmad Khawam, his wife Najwa and children Abdullah and Ruah are benefitting from the efforts of DLA Disposition Services Europe & Africa, which has transferred 350 excess military furniture items to refugee centers.

By mid-March, they had cleared the legal and administrative hurdles, and donation shipments kicked off with a transfer of 350 excess U.S. military furniture items like beds, chairs, bookcases and desks to the community of Bad Hersfeld for support efforts there.

"It's hard to tell how long this will go on, but we're poised to support indefinitely," said Russ Sittenauer, a disposal service representative.

Sittenauer said the first three scheduled shipments to Bad Hersfeld, Kassel and Rosbach von der Hohhe included more than \$400,000 in used furniture that DLA would have otherwise most likely paid to scrap.

"We see this as a win-win for our turn-in customers, the U.S. taxpayer and our German hosts," he said. "We expect demand to grow as the word gets out."

When researching the viability of donating excess furniture, Sittenauer found a paragraph in DLA's disposition

guidance authorizing transfer of used and excess goods by the U.S. Consulate General's excess property unit to the German government. But the most recent property transfer had taken place eight years prior, and the unit had been disbanded, according to the embassy's logistics officer.

"It became obvious a new legal process would need to be established," Sittenauer said.

Serwe contacted Ann Oglesby, DLA's customer support representative at the embassy in Frankfurt. She said he asked if the State Department would reach out to the Germans to gauge their interest in furniture receipt. She helped embassy staff set up a new framework for the project, ensured all the orders and paperwork were correct, and helped link refugee center staff directly to the Kaiserslautern disposition field site and its project leader Linda Wagner to discuss real-time needs.

[Oglesby] invested a lot of effort to get it off the ground at the embassy,"

*"It's hard to tell how long this will go on, but we're poised to support indefinitely."*

— Russ Sittenauer

Sittenauer said, noting that orienting State Department personnel to DLA's business systems required additional training and guidance. "She's been really invested in convincing State that the effort expended is worth the results."

As word spreads, Sittenauer still expects a bump or two. After all, working with DLA for excess U.S. military property is relatively uncharted territory for current consulate staff, German municipalities and volunteer refugee assistance personnel. But, Sittenauer said, from DLA's perspective, the process is working well so far, thanks to DLA Disposition Services at Kaiserslautern's expertise and extensive excess property network.

"Considering this was an idea just a few short months ago, we are now 'doing,' and that says a lot about how well all involved are working together," Sittenauer said.

"It's refreshing to know that our very own DLA Disposition Services Europe & Africa team members are taking all actions necessary to find innovative solutions to reutilize any and all excess furniture," said Ben Waller, who directs DLA's disposition operations across the two continents.

Waller said he recently visited the Army installations in Bamberg and Schweinfurt shortly before their closure, where disposition personnel were helping clear out facilities. While in Bamberg, the installation commander told him that

base would also soon be reused by the Germans as a Syrian refugee entry center.

"I am proud of the team for being so keenly aware of world and local events so they could support the German government with the donation of excess furniture," Waller said. "This is a true example of the strategic capabilities and partnership between [DLA Disposition Services] Europe & Africa and our host nation." ★

# FIGHTING EBOLA

Story by Beth Reece

**L**anny Collums had been in Liberia less than a week when he saw her. She laid helpless at a bus stop half a mile from his temporary quarters, where he was lucky if he got five hours of sleep before resuming the search for fuel direly needed by those fighting the deadly Ebola virus in West Africa. Five days later, she was still there.

"We drive by every day and hope that there is a change but not so far. Approximately 50 beds become available every day at the Ebola treatment units here, but there are 150 to 200 people outside the fence needing a bed. It will get worse before it gets better," he wrote in a Sept. 30 Facebook post updating friends and family on the Defense Logistics Agency's push to get critical supplies into the country.

On the 10th day, the woman's lifeless body was removed and the bus stop decontaminated. For Collums, it underscored the urgency of Operation United Assistance, the Defense Department operation supporting the U.S. Agency for International Development-led effort to end a virus that had already killed thousands.

DLA's mission was to pre-position material so troops could start building 17 Ebola treatment units as soon as they arrived. The agency worked with U.S. Army Africa Command officials and federal partners like USAID with such speed and scale that initial supplies were on the ground by early October. Overall, the agency provided building materials such as plumbing and electrical gear, lumber and fencing, as well as personal

protective equipment, maps, tents, cots, water, food and fuel.

Collums, who has been a quality assurance representative for DLA Energy in Europe and Africa since 1984, said supporting OUA was "one of the hardest jobs I've ever done."

"The biggest challenge was trying to do a miracle in a short timeframe," he said. "Once you came up with a solution for one problem, there were five or six people waiting to drop even more needs on you. We just never stopped."

DLA Europe & Africa Commander Army Col. Elizabeth Delbridge-Keough was the first agency representative on

The Gbediah Ebola treatment unit was the last ETU to be built by Joint Forces Command-United Assistance. DLA began prepositioning material in September so troops could build treatment units as soon as they arrived.

Army Staff Sgt. Terrance D. Rhodes





Airmen assigned to the 633rd Medical Group begin construction on the Monrovia Medical Unit site in Monrovia, Liberia. DLA provided building materials such as plumbing and electrical gear, lumber and fencing.

the ground. She was already on a plane heading to Liberia with USAFRICOM officials when President Barack Obama announced the plan to send 3,000 troops there. Other DLA Europe & Africa employees were just days behind her.

"It allowed DLA to be flexible and responsive. We're such a big animal, and we're usually not first into the theater," she said.

Randy Scharberg, a logistics planner for DLA Troop Support stationed in Rota, Spain, deployed to ensure building materials coming into country were what engineers needed to build ETUs. He compared the units to makeshift camping areas with six to eight buildings used for everything from medical treatment to showering.

Architectural designs for the ETUs were created in the 1970s when Ebola was first identified. Although they were never completed, the designs called for more than 400 different items. Many of them were wrong.

"Army engineers who were actually doing the building were beating us up daily because they were getting stuff in the

wrong dimensions or getting parts that just weren't suitable for an ETU. Every time a patient was cured in one of the buildings, for example, it would have to be washed down and sanitized, so all the switches had to be waterproof. That wasn't in the original plan," Scharberg said.

The treatment units were built and turned over to USAID on schedule, he added, but only because DLA Troop Support contractors quickly found the right parts in Dubai or the United States and had the shipments expedited.

Getting food and water to numerous locations in Liberia from Senegal, where it was delivered via C-747s or C-17s, was another challenge. The airfield in Liberia is too small to accommodate those aircraft, so shipping containers had to be transferred to much smaller C-130s for movement to Liberia.

"It takes about 10 C-130s to carry what a C-747 can hold, so we had pilots flying back and forth continuously to get containers off the tarmac in Senegal and over to those who needed it in Liberia," Scharberg said.

Driving it to customers scattered

across 10 locations in Liberia was even harder.

"Looking at a map, you'd expect it to take two or three hours to get a 20-foot container from one location to another, but if a driver left the warehouse at 8 or 9 a.m., he might not get there until the next day. Most of the roads in Liberia are made out of mud, so every time it rained, the road would wash away," he added.

Collums arrived in Liberia already knowing the mission would be unlike others he'd supported, because



Photo Courtesy U.S. Army

contingency plans hadn't been completed by the time DoD personnel began arriving. He also knew that fuel would be in high demand because with no working power grid in the country, it would be needed to feed hundreds of generators that kept treatment facilities and military operation centers running.

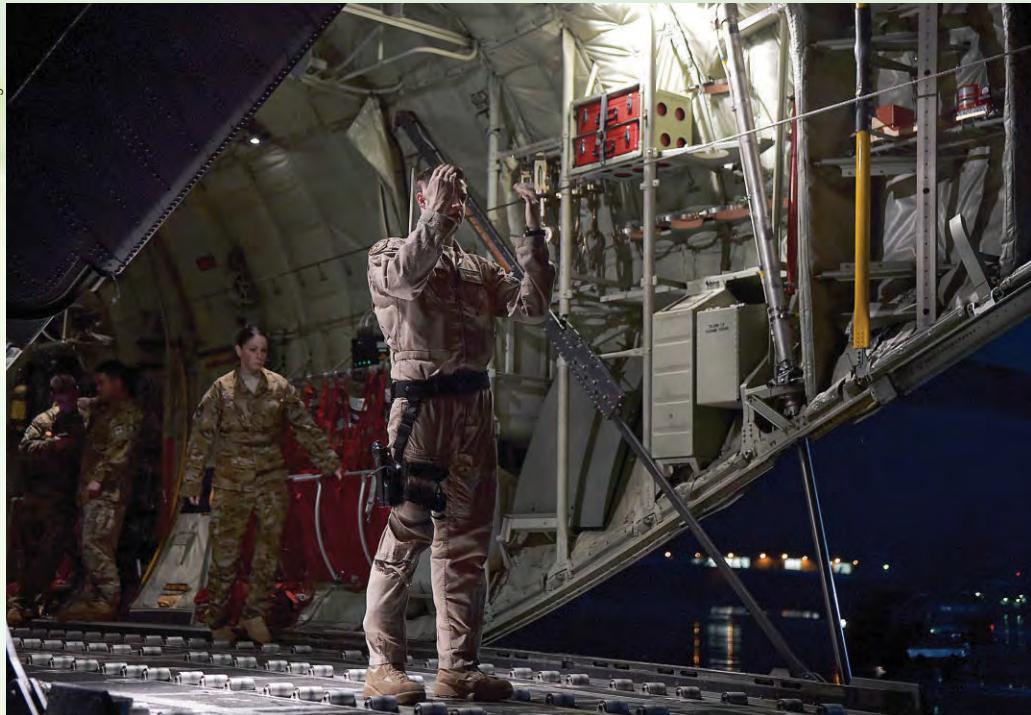
"When we got down there, we immediately started trying to figure out what the infrastructure in the country was, what we were going to be needing and how we were going to get around the constraints that were there," he said.

Contracts bringing fuel into the country were established within days, but Collums and Navy Lt. Dale Lessner, also with DLA Energy Europe & Africa, found themselves scouring local communities for storage containers. Although the camps where soldiers lived and worked required 20 to 30 generators, most units didn't have a way of storing fuel to power them.

"They brought 1,000 gallon bags with them, but those could hold only enough fuel to run two generators for two-and-a-half or three days before they needed to be refilled. And unfortunately, they didn't bring any trucks or soldiers to do that," Collums said.

DLA Energy hired a local trucking company to deliver fuel to camps seven

Air Force Staff Sgt. Sara Keller



days a week, while DLA Europe & Africa employees in Kaiserslautern, Germany, found 30 18,000-gallon containers that were shipped to Liberia aboard the MV Vega. The Vega is the first commercial cargo vessel ever chartered by DLA and was used to send 690 20-foot containers of supplies to the area.

DLA Disposition Services also contributed to OUA by helping service members get rid of excess equipment and hazardous items such as antifreeze and oil. Air Force Master Sgt. Jessica Kiser was the first from the activity to arrive in Liberia, where she was responsible for finding a location to set up disposal operations and for letting units know services were available.

Kiser was followed in November by Army Sgt. 1st Class Tirso Sepulveda, who helped create contracts with local companies that could properly dispose of hazardous material. He also served as a bridge between units with excess equipment and those who needed it.

"For example, the 101st Airborne Division contacted me to say they had 200 cots they wanted to get rid of. After

Service members and civilians deployed to Liberia to support Operation United Assistance enter a tent that was delivered to the country by DLA.

An Air Force Mobile command and control technician from Joint Task Force-Port Opening conducts a preventive maintenance inspection on an antenna during Operation United Assistance. DLA relied heavily on aircraft such as C-130s to get equipment from the tarmac in Senegal to service members' locations in Liberia.

confirming they weren't broken or contaminated, I had another unit come to me because they were in need of cots, so I put them in touch with each other," he said.

OUA began without an end-date, but the response from international aid workers was so great the number of Ebola cases dropped before troops were able to build all 17 ETUs. Officials reduced the ETUs to 10, and in February, Pentagon officials announced that nearly all DoD personnel would be home by the end of April. On March 5, The New York Times reported that the last known Ebola patient in Liberia had been discharged.

When the operation began, Keough predicted DLA would have people on the ground for at least a year. That timeline has shrunk, but her employees will continue to support missions throughout the continent.

"Africa is a critical place in the world today. We'll continue to have a strategic mission there far into the future," she said. ★



# *A Conversation with...*

# Air Force Lt. Gen. Andy Busch

The Defense Logistics Agency's Director discusses his priorities upon assuming command.

***This is your third tour with DLA. Does that give you any specific advantages as you approach your leadership role?***

I'm very fortunate that I was able to start with a broad understanding of the diversity of DLA missions, but there's still a lot to learn here. So I'm not sure how much of a specific advantage I have in my new role. I am grateful and fortunate to return to some long-standing personal relationships with so many of the DLA civilian leaders. I am

humbled for the opportunity to lead this organization. It is something I sought out, and as your new leader, I won't let you or the services down.

***You're coming from a tour as vice commander of Air Force Materiel Command. What lessons are you bringing from that tour that will apply to your time at DLA?***

It was very beneficial for me to serve as a major command vice commander for a couple of reasons. First, it afforded me

the opportunity after three field assignments to focus on corporate processes at the Air Force level, which has been very useful to me as DLA director. Second, I started my tour at AFMC as we reorganized from 12 major field activities to five, and we had to adjust to new reporting relationships, revise many of our essential processes, and re-focus our strategic planning efforts. This experience in change management will be very useful in my time at DLA.



DLA Director Air Force Lt. Gen. Andy Busch at a recent Town Hall.

SEVERAL OF  
EVERY WHERE I

My Thoughts on Becoming Your D

- Delighted to be here
- Great reputation: OSD, Services, COCOMs
  - AT&L feedback very complimentary
  - "Action orientation" very well received
  - Don't underestimate the national visibility of what you do
- Areas for improvement with the Services
  - Nuclear
  - IDA Roles & Missions study
- Talented leaders, great workforce
  - Mission-focused (getting things done)

Teodora Mocanu

**In addition to your previous tours with DLA, you have spent significant time as a customer of DLA, notably at the Ogden Air Logistics Center in Utah and at the Oklahoma City Air Logistics Center. What were your impressions of DLA as a customer and what was the overall reputation of the agency in the field?**

The same as they were when I visited the Pacific recently. Everywhere I went, the services and combatant commanders were extremely complimentary. They like DLA and they want more of what we provide. DLA puts its best foot forward when we are out front and engaged with the customer in their environment. I've seen how the Air Force and DLA have enjoyed great success when we collaborate and understand one another's needs. I've seen the benefits and fruits of DLA's labor and know that will continue well beyond my time.

**What are your key areas of interest as you develop your strategic guidance for DLA?**

My bosses have been clear in stating that our support to the warfighter and keeping our forces engaged is of paramount importance. One particular area of interest is how we support nuclear deterrence operations in U.S. Strategic Command. There are tremendous opportunities to improve our engagement with nuclear deterrent forces in the Air Force and Navy. We have already started those efforts. Beyond that are many initiatives we must

continue to advance. One is Better Buying Power. We need to clearly communicate what we are doing as it relates to BBP. Another is continuous process improvement. Every success I've had as a senior leader has its roots in CPI. I believe every process we have needs to be as strong as it can be. In addition, we are on track to be audit ready this year, and I think that is outstanding. I'm interested in ensuring that we sustain that readiness. It's one thing to be audit ready one time, but quite another to be audit ready all the time.

**You've said that you're eager to improve upon DLA's success. Are there any immediate areas for improvement you have identified?**

DLA has deservedly earned a reputation for being action oriented when we are presented with a challenge, we jump on it and deliver. My sense is that this ability to act quickly as logisticians is a competitive advantage for us and we need to protect it and improve on it.

**In this time of continued budget constraints for the entire Department of Defense, what is your perspective on the way forward for DLA? Do you have any concerns about how the agency is postured?**

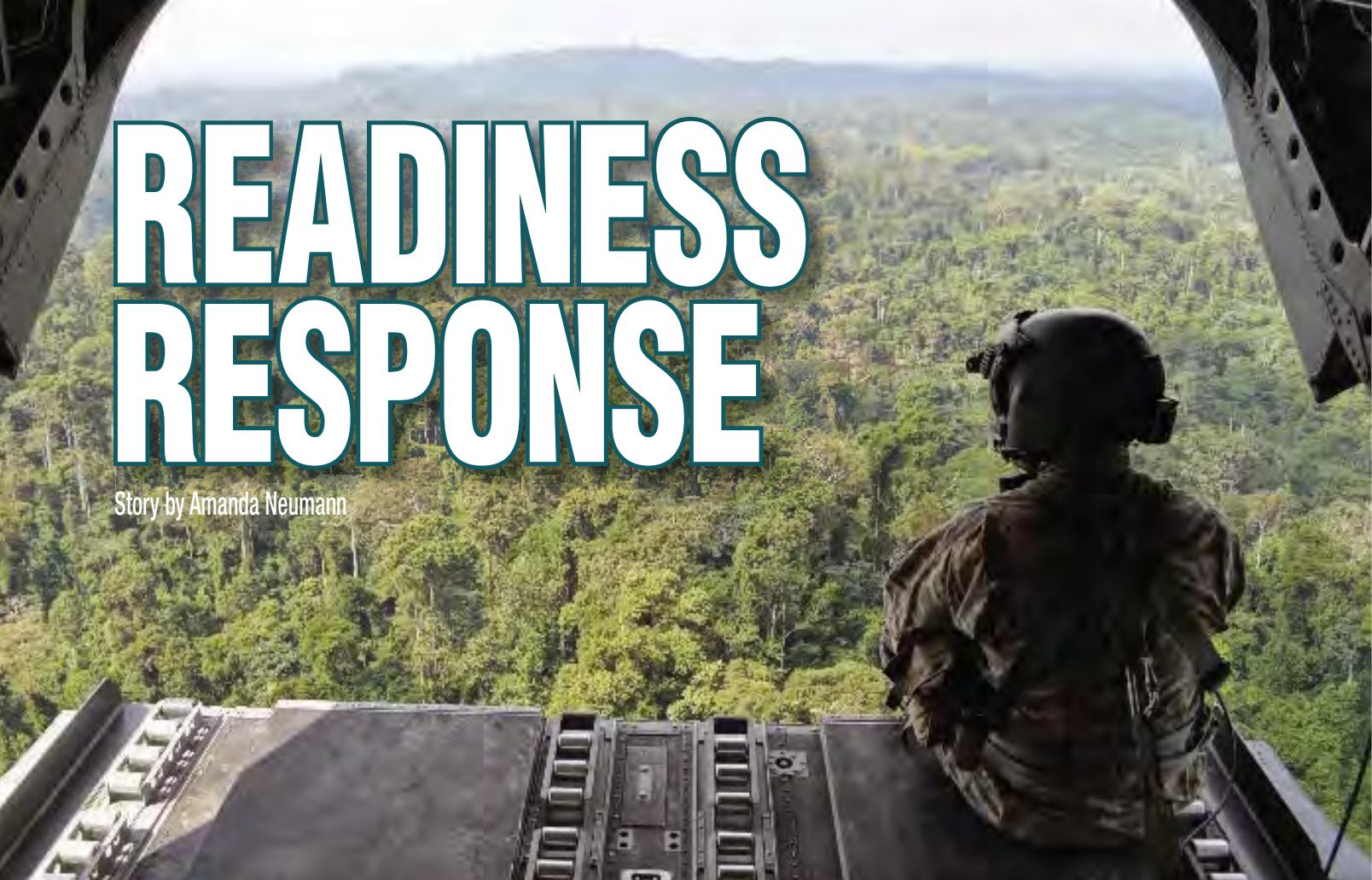
I have 35 years commissioned service and 20 years of association with DLA as a team member or customer. Over all these years, I've seen budgets go up and go down; it's just a fact of life. The key to our success is to stay adaptable and resilient, stay aligned with our

customers who are facing the same budget environment, and give clear directions to our people at DLA. We're in a unique time and place. After years and years of sustained combat operations and now facing the end of both wars, we're looking at a different future. I'm interested in where we need to focus going forward and am having those discussions with senior leaders now.

**Is there anything else you'd like to discuss?**

My commitment is to help each member of our DLA team become as resilient in his or her professional and personal life as I can. I know the uncertainty of the future produces anxiety, the furlough and sequestration had a significant impact on our workforce. My promise is that I will communicate with you as often and as openly as I can when things like this come up. You are the agency's most valuable resource. I want to develop programs that sustain you and create an active and vibrant work environment. That vibrant work environment includes a strategic plan to sharpen our focus and guide our actions as a defense logistics agency. I encourage you to read it and ask questions through your chain of command. Finally, I'd like to reiterate how delighted I am to be the new director. It's staggering the amount of work you do every day and how well you do it. DLA is a wonderful place because of its people, and I look forward to working with each of you. 

# READINESS RESPONSE



Story by Amanda Neumann

Just like college basketball, the Defense Logistics Agency has its own version of March Madness. Four simultaneous exercises, held in mid-March, evaluated the agency's capabilities to provide timely support to various functional and geographic combatant commands.

The exercises, Turbo Challenge 15, Austere Challenge 15, Judicious Response 15 and Global Lightning 15, gave DLA an opportunity to plan and train to support sustainment operations during fictional scenarios, said Ralph Romine, the DLA Headquarters lead planner for the "March Madness" exercises in DLA's Joint Logistics Operations Center.

"The [exercises] all have different purposes; one is kinetic war, one is cyber, one is response to contingencies in Africa and one is movement of sustainment," he said. "Our primary focus is on Austere Challenge, which tests [U.S. European Command's] response to a crisis affecting their area of responsibility and Judicious Response, which tests [U.S. Africa

Command's] operational capability."

As support requests came into DLA Europe & Africa during the exercises, personnel developed solutions for the customers and were evaluated on their responses and processes to meet those customers' requirements, Romine said. Because the exercises were computer simulations, requests which could range from food and water to fuel or medical supplies were simulated up to the point of placing the order.

"All of this is in support of a contingency plan," he said. "So USEUCOM will stand up and say, 'I need x, y and z,' and the same happens with USAFRICOM. Although an exercise is typically limited, our response is measured in terms of processes. Do we have fuel in the right place? Do we have enough fuel? Where do we get food in an emergency? How will we get it there? And how do we even get their requirements into the DLA system?"

As a DLA planner, Romine was involved in setting up the scenarios and

A U.S. soldier looks out over the Liberian jungle from the ramp of a Chinook helicopter after transporting Ebola treatment unit supplies to Ganta, Liberia, in support of Operation United Assistance. Four simultaneous joint exercises, held in mid-March, provided an opportunity for DLA to evaluate real-life lessons learned from the Agency's OUA efforts.

— Photo by Army Sgt. Jose Ramirez

planning key events in the exercises to give the agency opportunities to partner with U.S. Transportation Command and U.S. Strategic Command.

"In each exercise, there's a scenario, a response and an observation," Romine said. "We have a twofold purpose for this. One is to train with the [various commands] as the premier logistics agency for support in a time of war. And then two, how do we take that opportunity to also train DLA's entities, like the headquarters, the field activities and the regional commands, on their response?"

Since a response could be needed anywhere within an AOR, part of the training is seeing how DLA's processes adjust to meet not only DLA's objectives,

but also a combatant command's objectives, Romine said.

"If they ask for construction and barrier material in Poland, how does DLA respond to it, and how do we get that identified?" he said. "If DLA Troop Support doesn't have it in Europe, then we have to be prepared to come back to the United States to get the product. And we'd have to be in contact with USTRANSCOM, because now we'd have a transportation issue. So it's not just us. Our training objectives have to meet theirs as well."

The exercises also provided an opportunity for DLA to evaluate and address some real-life lessons learned from last year's Operation United Assistance efforts, said Army Lt. Col. Miguel Martinez, a DLA Europe & Africa plans officer who is embedded with USAFRICOM in Germany.

With material transits taking 15 to 21 days by ship to reach the African coast, and intense difficulties transporting materials inland, the continent's infrastructure presented challenges, Martinez said.

"We needed to know what the customers needed ASAP," he said. "So it proved worthwhile for us to have local capabilities and local sources to provide some of the material, because it helped with time and cost. And we learned that we needed more people [in DLA Europe & Africa's JLOC]; that just two [liaison officers] couldn't do this job. So although we leaned forward and made it happen, did we do it the way we were supposed to? Or were there better ways? And that's what exercise planning is all about."

Using hindsight from the OUA efforts, several DLA personnel deployed to Europe to help augment staffing and support customer requests for these exercises, said James White, a DLA Europe & Africa planner for Europe.

"We had some people come out of

Airmen unload construction materials off a truck at an elementary school in Ogulin, Croatia. Construction materials were among the major commodities that DLA was asked to provide during four simultaneous joint exercises in mid-March.

**"Any corrective action that we find goes back into the exercise cycle to make sure that we're always ready."**

— James White

for us to make per se, but they certainly have an impact on how the operations unfold, so we see the DLA Distribution piece as an important player in all this."

For DLA, exercises like these give the agency an opportunity to evaluate its day-to-day operations and maintain its readiness anytime, anywhere, Romine said.

"The reason that we participate is because we see a value in training," he said. "Although the majority of [these exercises] are testing processes we already do, we want to do them in contingency crisis mode and see if what we do in peacetime tracks with what we'd do in a contingency. The tie back is that any corrective action that we find goes back into the exercise cycle to make sure that we're always ready."

The exercises, which encompassed more than 200 personnel at bases across the U.S., Italy and Germany, ended with Global Lightning March 27. ★



# Supporting the BOSNIA PEACE MISSION

Story by Dr. Harold Raugh, DLA Historian

**T**he Defense Logistics Agency provided farsighted, flexible and effective logistical support to U.S. military forces deployed to Bosnia-Herzegovina for Operation Joint Endeavor. U.S. forces were a part of the NATO Implementation Force, and this operation, which began in late 1995, marked the first major out-of-area peace enforcement mission in NATO's half-century history. Moreover, this complex and challenging military operation included, for the first time since World War II, American and Russian soldiers operating as allies, a feat unthinkable before the Berlin Wall fell only six years earlier.

Even though the Dayton Peace Accords, which formally ended the ethnic and religious conflict in Bosnia-

Herzegovina, were not signed until Dec. 14, 1995, operational and logistical planning had been underway for many months. The logistical mission was to support the heavy 1st Armored Division task force of about 25,000 soldiers from U.S. Army Europe's V Corps in Germany during its advance into war-torn Bosnia from the north and occupation of the predesignated Multi-National Division North sector.

U.S. forces would need to stage in a secure environment prior to deployment. The site chosen as the intermediate staging base was in the Taszar-Kaposvar area of southwestern Hungary. It was chosen because, as detailed by Army Major Timothy J. Marshall in an article in the September-October 1999 issue of Army Logistician, it was "a multinodal

transportation hub where road, rail, and air transport converge," and perhaps most significantly, "Taszar had the closest airfields to Bosnia and Croatia capable of landing strategic aircraft such as C-5s and Boeing 747s."

Using DLA Europe as the nucleus, DLA organized its DLA Contingency Support Team in December 1995, under the command of Army Col. Mike Pendergast, commander of DLA Europe. The DCST, a cross-section of the agency, included representatives from DLA Headquarters, the Defense Personnel Support Center, the Defense Reutilization and Marketing Service, the

U.S. Army soldiers unload a railroad car at Taszar Air Base near Kaposvar, Hungary, during Operation Joint Endeavor. The equipment would go to support the NATO Implementation Force in Bosnia and Herzegovina.



Army Spc. Alejandro Cabello

Defense Contract Management Command, and DLA Europe.

To ensure responsive service and support, the DCST had its main contingent stationed at the International School of Budapest in Hungary and one team deployed in Bosnia.

"By forward-deploying with the troops into the theater," observed Pendergast, "we can better interface with the services, focus on the problems, and solve them quickly leaving the troops to focus their energies on the peace implementation mission."

The DCST also ran two logistics operations centers, one at DLA Europe in Wiesbaden, Germany, and the second at the 21st Theater Army Area Command Headquarters in Kaiserslautern, Germany. Two DLA liaison officers were also assigned to U.S. European Command Headquarters in Stuttgart, Germany. DLA provided a vast array of consumable supplies to deployed U.S. Implementation Force troops, including food, subsistence, clothing, individual equipment, tools, administrative supplies, and repair parts. Petroleum, oil and lubricants support was provided by DLA's Defense Fuel Supply Center, now DLA Energy.

Excellent, innovative food and

subsistence support was a crucial factor in mission

success. In October

1995, logisticians from

DLA Europe, Defense

Distribution Depot

Europe and Defense

Personnel Support

Center Europe met with

representatives of the

21st Theater Army Area

Command in Germany

to develop a food and

subsistence plan for

soldiers deployed

in Operation Joint

Endeavor. A T-M-T

ration cycle was developed, with tray-

packed rations (T rations) being served

for breakfast and dinner, supplemented

with fresh fruit and vegetables, and

meals, ready-to-eat being served for lunch.

Because of the lack of infrastructure, especially in Bosnia, a system was developed of providing meals in pre-configured 20-foot containers with pallets of supplementary items. Refrigerated containers were adapted to hold enough fresh fruits and vegetables for 400 soldiers for 20 days, or 800 soldiers for 10 days. Other innovations were also introduced. By March 1, 1996, more than 1 million cases of semi-perishable subsistence and 65,000 cases of perishable subsistence had been sent from depots in Germany to the deployed troops. This effort, according to Lt. Col. Anthony H. Kral, then site commander of DDDE in Kaiserslautern, Germany, provided, "Class I support directly from the depot to the foxhole," and was a first for DDDE.

The actual point of origin for most of these rations was the consolidation and

containerization point in New Cumberland, Pennsylvania. This was an element of Defense Distribution Depot Susquehanna, now DLA's Defense Distribution Center Susquehanna. Beginning in January 1996, the CCP shipped 26 pallets per day to U.S. forces in Bosnia. This equaled 182 pallets each week, not only of food, but also of clothing, medicine and

various parts. The DLA supply pipeline supporting the U.S. IFOR mission stretched nearly 4,600 miles from New Cumberland to Europe.

Courtesy Photo



Donald Reed, a worker at Defense Depot San Joaquin, Calif., places hot sauce in tray packs that he prepares for shipment to Bosnia.

Local food-sourcing agreements were later made between DLA and the Hungarian Ministry of Defense, which permitted Hungarian companies to provide food to U.S. troops in Hungary. These included Dunkin Donuts and Coca-Cola Amatil, both in Budapest. Army Captain Van Matthews, who worked on this project, was convinced, "fresher products and items familiar to U.S. soldiers, like Coca-Cola products and Dunkin Donuts, go a long way toward improving morale." Later efforts focused on procuring local spaghetti, eggs, potatoes and other locally grown vegetables.

DLA logistical support, notably food and subsistence, to U.S. forces deployed to the Balkans in 1995 for Operation Joint Endeavor was a tremendous success. This showed "the DLA community, in concert with supported services, played a vital role in sustaining U.S. forces deployed in contingency operations," Kral wrote. ☀

**More than 1 million cases of semi-perishable subsistence and 65,000 cases of perishable subsistence provided Class I support directly from the depot to the foxhole and was a first for Defense Distribution Depot Europe.**



# I AM DLA

**My name is:**

Stewart Clarke

**I am:**

Acting Director of Customer Operations at DLA Energy Pacific.

**Describe your job in a sentence:**

Provide fuel to civilians and warfighters for exercises, contingencies and daily operations across the entire Pacific region.

**How long have you worked for DLA?**

Eight years, both as a Navy Reservist with DLA Disposition Services and DLA Energy Pacific at Guam for three years and here at DLA Energy Pacific as a civilian.

**What is your favorite thing about working for DLA?**

The tremendous opportunities available to grow as an individual and a leader, as well as to support the warfighters.

**What is your best memory of working here?**

Establishing two operations for DLA Energy Pacific, which involved serving as DLA Energy Pacific for Guam's first commander and later the action officer to transfer the bulk fuel mission from the U.S. Army's 505th

Quartermaster Battalion to the newly established DLA Energy Pacific at Okinawa. This is the first defense fuel support point under the operational control of DLA Energy.

**How do you make a difference?**

I build, empower, manage, synchronize and take care of our team members who, in turn, take care of our customers and warfighters.

Stewart Clarke

